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COMMUNITY SUPPORTS PROJECT

TASK FORCE REPORT

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COMMUNITY SUPPORTS PROJECT

TASK FORCE REPORT

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TASK FORCE REPORT

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EXECUTIVE SUMMARY

PURPOSE OF THE COMMUNITY SUPPORTS PROJECT TASK FORCE

The Premier's Council on the Status of Persons with Disabilities *Action Plan* presents a comprehensive set of recommendations addressing the quality of life for disabled persons in Alberta. The *Action Plan* was tabled with government early in 1990. In that plan, recommendation 8.1 read as follows:

> *The Alberta Government, through Cabinet, to establish a new approach to the provision of supports to persons with disabilities by developing a single, consolidated Community Supports Unit. This unit must ultimately incorporate a variety of support programs that already exist in government departments in addition to such other components as are required to meet unmet needs, and be fully operational by April 1993. (Various components will be phased in prior to that time.) At this time all public funding for supports to assist persons with disabilities to access education, training, employment, housing, and other aspects of community living will be awarded from this Community Supports Unit.*

The *Action Plan* went on to say (Recommendation 8.2):

> *The Ministers of Alberta Health and Alberta Family and Social Services, in conjunction with the Premier's Council, to establish a Community Supports Unit Task Force to provide direction in the design and implementation of the unit.*

In response to recommendations' 8.1 and 8.2, Social Planning Committee of Cabinet agreed to establish the Community Supports Project Task Force in October 1990.

Eight departments of the Alberta government have been involved in the Task Force: Advanced Education, Career Development and Employment, Culture and Multiculturalism, Education (Chair), Family and Social Services, Health, Municipal Affairs and Housing, and Transportation and Utilities.

The Task Force recognized that some needs of disabled persons were not being met adequately and that the current service system would need to change. Enhanced coordination, cooperation and consistent policies would have to occur among government agencies and departments to improve personal support services for persons with disabilities.

The Task Force explored a wide range of options. Some members of the Task Force think that a Community Supports Unit is the only way to ensure that effective planning and coordination of services to persons with disabilities can be provided. What is required, these members believe, is a service structure with one philosophy and mandate that will eliminate the confusion in current personal support services. This system would use the efficiencies gained to address gaps in service delivery to persons with disabilities.

Other individuals on the Task Force felt that the issues raised by the Premier's Council could be best met through current government initiatives which would result in moderate changes in the current service system. These members believe that it would be premature to assume that a major reorganization of departmental delivery systems and reallocation of substantial resources is required. Therefore, they did not support recommending the establishment of the Community Supports Unit.

The Task Force could not reach a consensus about the need to establish a Community Supports Unit. However, they did agree on a number of recommendations that outlines a *process* that will enable government to make immediate improvements in personal support services to disabled persons. As well, it will enable government to determine if the Community Supports Unit or some other alternative is required to deal with the issues raised by the Premier's Council.

RECOMMENDATIONS TO GOVERNMENT

Recommendation #1:

Adopt a development and implementation strategy phased over the next five years (Figure 1, page vii) that:

(a) builds upon current improvements in programs and initiatives in government; and

(b) implements a solution that:

- promotes the integration of persons with disabilities into the larger society,
- serves individuals based on need for supports rather than categorical designations,
- coordinates personal support services and programs to better serve persons with disabilities,
- provides equitable service to all Albertans,
- individualizes services to persons with disabilities, and
- provides a focal point through which planning and coordination of services to persons with disabilities can be provided.

The extent to which each phase meets the original goals and objectives will dictate the need for, and design of, the subsequent phase.

Recommendation #2:

Establish an inter-departmental Assistant Deputy Ministers (ADM) Coordinating Committee to oversee implementation of this plan. The terms of reference for the committee will include:

- initiation and follow through on all initiatives related to the Community Supports Project;
- coordination and linkages with all related projects and initiatives;
- coordination of budgeting processes within and across affected departments;
- coordination of policy development and change processes required within and across affected departments;
- in partnership with the Premier's Council, overseeing monitoring and evaluation activities;

- coordinating the internal and external communication process; and
- establishing ongoing liaison with Deputy Ministers Coordinating Committee on Social Planning.

Recommendation #3:

Direct Assistant Deputy Ministers Coordinating Committee and Premier's Council to appoint a non-government agency to monitor and evaluate the success of each phase. The evaluations will provide a third party perspective on the extent to which the project is meeting its original goals and objectives.

Recommendation #4:

Direct Assistant Deputy Ministers Coordinating Committee to prepare status reports for the Committee on Social Planning and the Committee on Priorities, Finance and Coordination regarding decision to proceed to each subsequent phase of the project. These reports would outline the success of previous phases and recommend directions for subsequent phases.

Recommendation #5:

Approve mission statement, statement of philosophy, beliefs and values, objectives, operational guidelines, and measures of success developed by the Task Force (see pages 8-11 of main report) **as the policy of the Alberta government to guide the work of the Assistant Deputy Ministers Coordinating Committee.**

Recommendation #6:

The following criteria should be adopted by the Assistant Deputy Ministers Coordinating Committee:

- **To the greatest extent possible, all initiatives will proceed within current resource allocations (or reallocations).**
- **All cost savings will be used to improve personal supports and services to individuals with disabilities.**
- **All departments involved will cost share expenses.**

DESCRIPTION OF RECOMMENDED IMPLEMENTATION PROCESS

The following describes the implementation phases referred to in Recommendation #1 (page iii):

Phase 1 *[June, 1991 - December, 1991]*

- Completion of decisions regarding current initiatives before government involving Home Care, Alberta Aids To Daily Living (AADL), and Michener Centre.
- Establishment of Assistant Deputy Ministers Coordinating Committee.
- Development of an organizational structure necessary to establish the new Technical Aids Support Branch in Health, Family and Social Services, PWSS or another agency.
- Development of protocols for the planning, coordination of delivery and monitoring of related services across 8-12 departments.
- Monitoring and evaluation by a third party.
- Status Report sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

Phase 2 *[January, 1992 - June, 1992]*

- Implementation of the new Technical Aids Support Branch in Health, Family and Social Services, PWSS or other agency.
- Implementation of protocol agreements.
- Development of organizational guidelines for establishing Community Liaison Support function in the field.
- Monitoring and evaluation by a third party.
- Status Report sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

Phase 3 *[July, 1992 - December, 1993]*

- Potential establishment of Community Liaison Support function in the field using existing resources.
- Continued investigation of the need for a Community Supports Unit infrastructure.
- Monitoring and evaluation by a third party.
- Recommendations sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination for decision to proceed to phase four.

The extent to which Phases 4 and 5 will be implemented is contingent upon the success of previous phases in meeting the goals of the project. The subsequent "design" of the Community Supports Unit proposed in phase five may change considerably in order to address more adequately the needs of persons with disabilities.

Phase 4 *[January, 1994 - December, 1994]*

- Feasibility analysis by a third party of potential alternatives to meet the original goals, objectives and measures of success of the project.
- Planning, as required, for future alternatives such as the Community Supports Unit using feedback from the previous three phases, government departments and the feasibility study.
- Recommendations sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination for decision to proceed to phase five.

Phase 5 *[January, 1995 - December, 1996]*

- Establishment of the Community Supports Unit, or another alternative, as the focal point of personal support services for persons with disabilities.
- Monitoring and evaluation by a third party after two to three years of established operation in order to determine the extent to which the original goals, objectives and measures of success of the project had been met.
- Evaluation Report sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

Each phase is designed to provide significantly improved services to all Albertans. Should all five phases be implemented, the conclusion of the phase-in period could see one organization acting as the focal point of personal support services to individuals with disabilities. This could mean the transfer of specific mandates, programs and services directly required by individuals to one focal point of service. While services would be organized around a "single entry point" model, the organizational and delivery structure would support the philosophy of community based service delivery.

The project would be closely monitored and assessed at critical points to determine success and progress, as well as future directions. Monitoring information will be shared with all jurisdictions and clients at each stage.

The key measure of success must be the extent to which personal support services are improved for persons with disabilities.

Figure 1

COMMUNITY SUPPORTS PROJECT IMPLEMENTATION PLAN

Note: The Committee on Social Planning and the Committee on Priorities, Finance and Coordination will decide the need for, and nature of, each phase based upon the degree to which the original goals and objectives of this project have been met as determined by independent evaluations.

TASK FORCE REPORT

INTRODUCTION

In October 1990, Social Planning Committee of Cabinet agreed to establish the Community Supports Project Task Force. Initially, the Task Force was composed of representatives of the departments of Education (chair), Advanced Education, Career Development and Employment, Family and Social Services and Health. Later, it was determined that the Task Force would benefit from a wider representation and it was decided to invite representatives of the departments of Municipal Affairs and Housing, Transportation and Utilities, and Culture and Multiculturalism. The Task Force met six times and this report presents their recommendations.

BACKGROUND

The Premier's Council on the Status of Persons with Disabilities published its *Action Plan* in the Spring of 1990. In that plan, recommendation 8.1 read as follows:

> *The Alberta Government, through Cabinet, to establish a new approach to the provision of supports to persons with disabilities by developing a single, consolidated Community Supports Unit. This unit must ultimately incorporate a variety of support programs that already exist in government departments in addition to such other components as are required to meet unmet needs, and be fully operational by April 1993. (Various components will be phased in prior to that time). At this time all public funding for supports to assist persons with disabilities to access education, training, employment, housing, and other aspects of community living will be awarded from this Community Supports Unit.*

The *Action Plan* went on to say (Recommendation 8.2):

> *The Ministers of Alberta Health and Alberta Family and Social Services, in conjunction with the Premier's Council, to establish a Community Supports Unit Task Force to provide direction in the design and implementation of the unit.*

In response to recommendations' 8.1 and 8.2, Social Planning Committee of Cabinet agreed to establish the Community Supports Project Task Force in October 1990. Subsequently, the Honourable Jim Dinning, Minister of Education (appointed by Premier Don Getty as Minister responsible for the Council), appointed Gary Zatko, Assistant Deputy Minister, Planning and Information Services, Alberta Education, as Chair.

The Task Force had the following membership:

ADVANCED EDUCATION

Jean Sprague	Director, *Program Development, Student Finance Board*
Ralph Westwood	Assistant Director, *Program Coordination*
Laura Frigo	Research Officer, *Program Coordination*

CAREER DEVELOPMENT AND EMPLOYMENT

Archie Clark	Project Manager, *Training and Employment Programs*
Debi Piecowye	Director, *AVT/VRDP*

CULTURE AND MULTICULTURALISM

Ken MacLean	Director, Policy and Planning

EDUCATION

Gary Zatko	Chairman of the Task Force Assistant Deputy Minister, *Planning and Information Services*
Harvey Finnestad	Executive Director, *Education Response Centre*
Rick Morrow	Deputy Director, *Education Response Centre*

FAMILY AND SOCIAL SERVICES

Ken Maskiw	Executive Director, *Services To Persons With Disabilities*
Paula Dorval	Director of Community Living, *Services To Persons With Disabilities*
Norm Mcleod	Director of Adult Services, *Services To Persons With Disabilities*
Yolanda Stojak	Director, *Income Security*

HEALTH

Lois Borden	Director, *Home Care/Community Long Term Care*
Cecilie Lord	Director, *Research and Planning*
John Willms	Director, *Alberta Aids to Daily Living/Extended Health Benefits*
Evelyn Svanson	Assistant Director, *Research and Planning*

MUNICIPAL AFFAIRS AND HOUSING

John Martin	Executive Director, *Policy and Planning*
Brian Quickfall	Executive Director, *Financial Assistance and Research Branch*

PREMIER'S COUNCIL

Eric Boyd	Executive Director
Fran Vargo	Director, *Research and Policy Review*

TRANSPORTATION

Diane Earl	Coordinator, *Barrier Free Transportation*

TASK FORCE ADMINISTRATION

Craig Roxburgh	Director, *Policy and Evaluation, Alberta Education*
John Burger	Assistant Director, *Policy and Evaluation, Alberta Education*
Henry Codjoe	Policy Consultant, *Policy and Evaluation, Alberta Education*
Douglas Anderson	Consultant to the Task Force

THE NEED FOR ACTION

TRENDS

In considering the need for consistent and coordinated services for persons with disabilities, it is important to consider social trends that may affect the design of future service delivery systems. Below is a summary of provincial, national and international trends in social policy (identified in part from an extensive review of the literature) which might affect the design of coordinated service systems in Alberta.

A. Philosophical Trends

- Minimum intervention and maximum independence for all individuals.
- Provision of everyday life patterns as close as possible to the mainstream of society.
- Maximized participation and choice.
- Least restrictive settings.
- Community integration and use of community based services.
- Private sector service provision.

B. Legislative and Policy Trends

- Charter of Rights and Freedoms continues to demand recognition for individual preferences and freedoms for all Canadians.
- Court decisions and new legislation are mandating integrated programs and services for all individuals.
- Legislatures are ensuring the involvement and participation of persons with disabilities in decisions that affect their lives.

C. Program Trends

- Individualized service plans based upon a person's needs are replacing the provision of services according to categorical programs.
- Segregation of individuals in institutions is giving way to integration into the mainstream of society.
- Many provinces are attempting to tie together the many categorical assistance programs, for various individuals with disabilities, to create a more integrated delivery system.
- Administrative policies, procedures, and guidelines are being drafted to carry out new legislative mandates.
- New emphasis is being placed on early involvement, working with individuals and their families both to prevent handicaps and to modify their effects.

THE ALBERTA CONTEXT

Within Alberta, the need for coordinated services has been a prime agenda item in every report addressing social policy issues written in recent years. Numerous calls have been made for improved service coordination and delivery between government departments. In a statement of social policy for Alberta entitled *Caring and Responsibility*, the Alberta Government noted issues similar to those found in other jurisdictions.

In establishing the role of Government, the policy paper outlined the following positions:

> *Alberta faces problems similar to those in other provinces across Canada and in other countries. These **problems need a coordinated and consistent approach** to provide more stability for the family. We must direct more effort at prevention to avoid the significant human and financial costs associated with these problems. (p. 8)*
>
> *To ensure that Albertans have access to **quality programs** and services in essential areas of government responsibility such as education, health care, and justice. (p. 10)*
>
> *To provide special programs and support to those who, for a variety of reasons, may need either temporary or permanent assistance. (p. 10)*

As a means of establishing appropriate social policy in the province, the following principles were developed by government:

- Government policies and programs must promote and facilitate individual initiative and **self-reliance, self-sufficiency and responsibility.**
- Government policies and programs must recognize the paramount importance of the family as the basic unit of our society and the diversity of family structures, and must support and **strengthen the role of the family** in Alberta society.
- Government policies must enable individuals, families and communities to build on our strong tradition of **volunteerism**, and to take increasing responsibility for caring for themselves and for those in need of help and support.
- Government policies and programs should involve, to the extent possible, communities and **community agencies** in the development, delivery, and evaluation of services to Albertans.
- Government policies and programs must support and complement private business, industry and community agencies, and provide an environment in which the **private sector** can work cooperatively with government in meeting the needs of Albertans.
- Government policies must support the individual's ability to make **choices and decisions.**
- Government policies and programs must be **adaptable and responsive** to the changing needs of Albertans.

- Priorities for government services and programs should be established on the basis of responding to the greatest needs; should take into consideration the **financial circumstances** of the individuals affected; and, where possible, should be designed to help individuals regain their **self-sufficiency and independence**.

- Government policies and programs must focus on the development of strategies that **address the causes** of social and health problems and the **ways of preventing** their occurrence.

- The development of policies and programs must **involve Albertans** actively in describing issues and in considering alternatives; and once policies are developed, Albertans must be **well informed** about the programs and services available to them.

- Government policies and programs requiring **interdepartmental cooperation** must operate without duplication and as smoothly as possible for the consumer. (p. 13)

Many of these principles are reflected and expanded upon in the most recent report on health care in Alberta entitled *The Rainbow Report: Our Vision For Health.* Further support for these principles, along with strong recommendations for action, can be found in other government reports including: *Claiming My Future: A Person with A Mental Disability - Today and Tomorrow;* the *Special Education Review;* and *The Premier's Council On The Status of Persons With Disabilities Action Plan.*

The report, *Claiming My Future: A Person with A Mental Disability - Today and Tomorrow,* emphasized the need for government involvement in directing coordinated service delivery:

> *Here, the government will be responsible for coordinating services and insuring that they are flexible and able to respond to individual choice. The services **must be equitable and consistent** so that all Albertans have the same access to the same services. (p. 76)*

Local Albertans, in responding to public forums on *Claiming My Future* perhaps best summarized their frustration and concern with disjointed government services in their reports to the review committee. The following are excerpts taken from public presentations to Mr. Brassard's committee:

> *In all areas of service, there must be cooperation between services and departments. The **focus should be on quality of service**.*
>
> *There is clearly a need for **more coordination** of roles between government departments regarding areas of responsibility.*
>
> *The coordination of services between departments is a critical issue and this area should be given much consideration. Social Services, Education, Advanced Education, Public Health, Hospitals, Manpower and other departments and agencies must coordinate efforts. Current administrative organization does not conform well with meeting the multiple and complex needs of people with disabilities.*

The Premier's Council expressed numerous concerns regarding coordination, collaboration, consistency and equity of personal support services across government departments. These issues are summarized as follows:

- Supports and services are inconsistent across age groups.
- Supports and services are often "disability" specific.
- Information services are poor.
- There is service overlap and duplication.
- There are many service gaps.
- There are too many "points of entry."
- Systems discourage choice and independence.
- There are significant regional differences in service delivery.
- Government departments have unclear mandates and jurisdictions.

SUMMARY

Rationalizing the need for coordinated delivery systems is clearly an issue that has received extensive support through numerous government reports. Designing and implementing the nature and type of system that may work for Albertans poses more of a challenge for those in a position to make changes. The following section provides the fundamental policy framework upon which the Community Supports concept is based. Regardless of the final design or delivery, the intent of the Community Supports Project is to respond to the original concerns of the Premier's Council by fulfilling, to the greatest extent possible, the goals and objectives outlined in the following section.

POLICY FRAMEWORK

INTRODUCTION

The Community Supports Project was initiated primarily from a need to improve significantly personal support services for persons with disabilities. The mandate of the Task Force is to recommend improvements to the design and delivery of personal supports and services to individuals with disabilities, while at the same time encouraging their integration into the larger society.

The philosophical foundations outlined encourage integration by supporting individuals with disabilities to access all of the same government and community resources as non-disabled individuals. Personal supports (e.g., technical aids and equipment, home care services, or job training assistance) to assist individuals to live normal lives in the community would now be available through a more coordinated and consistent system of services. The expected outcome of the Community Supports Project would not be the segregation of persons with disabilities. Rather it would be the evolution of an efficient and effective system of personal support services that would enable persons with disabilities to integrate into their home communities.

The following section provides an outline of the mission, statement of philosophy, beliefs and values, objectives, operational guidelines, and measures of success that are considered by the Task Force to be paramount regardless of the vehicle designed to carry out this project. This framework is recommended by the Task Force in order to ensure that the original concerns of the Premier's Council are fully addressed. It is also recommended as policy guidelines to assist the government in the implementation of the project. The design of the "system" and all future developments of the Community Supports Project will be contingent upon their ability to meet the goals, objectives and measures of success outlined in this section.

MISSION STATEMENT

> The Alberta Government is committed to promoting the independence and involvement of children and adults with disabilities in Alberta, so that they can participate in Alberta society as full citizens.

STATEMENT OF PHILOSOPHY

The Alberta Government supports the rights of all Albertans with disabilities to access personal support services that are designed and delivered in accordance with the unique needs and personal choices of individuals. The delivery of personal support services should have a clear focal point for entry into the system to facilitate the provision of a range of personal supports and services.

BELIEFS AND VALUES

- Every individual is unique, having worth, regardless of the degree of disability.
- Every individual has the right to live a life of dignity.
- Every individual must have the opportunity for self-determination to the extent of his/her potential.
- Every individual must be provided with the opportunity to live in the community as a full participating member of society.

OBJECTIVES

- To **improve the quality of life and care** to persons with disabilities.
- To **serve individuals based on need** for supports rather than categorical designations.
- To promote the **integration** of persons with disabilities into the larger society.
- To provide **equitable services** to all Albertans.
- To **individualize** services to persons with disabilities.
- To **coordinate** personal support services and programs to persons with disabilities in Alberta.
- To provide an **array of service** and care to all persons with disabilities in Alberta.
- To provide a **focal point** through which planning and coordination of services to persons with disabilities can be provided.
- To improve services to persons with disabilities to reflect the needs of the clients as well as the philosophical thrust of **normalization** principles. Normalization is described as the "use of culturally normative means to offer persons life conditions at least as good as that of average citizens, and to as much as possible enhance or support their behaviour, appearances, experiences, status and reputation." (Wolfensberger, W. (1972). *Normalization - The Principle of Normalization in Human Services.* National Institute on Mental Retardation. Toronto, Ontario.)

OPERATIONAL GUIDELINES

- Supports and services must be flexible and responsive to the evolving needs of the individual.

- Supports and services will encourage participation and choice by individuals concerned.
- Supports and services will encourage least intrusive and restrictive processes.
- Supports and services will be available to Albertans demonstrating need.
- The managing agent will be a funding body and may include case management services for those who require this support.
- There must be a single point of entry which facilitates continuous and appropriate planning and availability of community based services.
- Supports and services will focus on normalized environments and day routines.
- Supports and services will use generic community resources where possible.
- Supports and services must ensure interdepartmental coordination.
- Specialized programs and services, where needed, will be provided by community agencies provided that these services meet the philosophical goals of the overall program.
- All services must include a provision for regular and ongoing monitoring and evaluation.
- Supports and services must be cost efficient and effective.
- An appeal mechanism must be in place for individuals who wish to have their cases reconsidered.
- The service delivery system will include an external advisory group composed of stakeholder representatives.

MEASURES OF SUCCESS

In attempting to address the concerns of the Premier's Council, measures of success were identified that would allow the Community Supports Task Force to evaluate the extent to which the original issues had been appropriately addressed. Regardless of the design of the Community Supports Project, the following measures were identified by the Task Force to determine the overall success of the project in meeting its original goals.

The extent to which:

- Supports and services are consistent across age groups.
- Supports and services are available to those who require them.
- Information is widely dispersed and available.

- Services do not overlap.
- There is an array of services which are fully coordinated with one another.
- There is a single point of entry.
- Individuals have choices and options.
- Systems encourage employment and independence.
- Regional differences are minimized.
- Mandates and jurisdictions are clear.
- Service provision is financially efficient and effective.

RECOMMENDED IMPLEMENTATION PROCESS

INTRODUCTION

The Community Supports Task Force explored a wide range of options throughout its deliberations. Some options explored included maintaining the status quo, designing protocol agreements between departments, and reviewing various models for "single point of entry". Other options included the design of one service structure within a single government department and/or private agency, as well as the concept of the Community Supports Unit as outlined by the Premier's Council. The Task Force recognized that the needs of many persons with disabilities were not being met adequately and that the status quo would need to change. However, the nature and extent of the changes required to meet the goals of this project could not be agreed upon within the Task Force.

Some members of the Task Force, for example, think that a Community Supports Unit is the only way to ensure that effective planning and coordination of services to persons with disabilities can be provided. What is required, these members believe, is a service structure with one philosophy and mandate that will eliminate the confusion in current personal support services. This system would use the efficiencies gained to address gaps in service delivery to persons with disabilities.

On the other hand, others felt that the issues raised by the Premier's Council could be best met through current government initiatives which would result in moderate changes in the current service system. These members believe that it would be premature to assume that a major reorganization of departmental delivery systems and reallocation of substantial resources is required. Therefore, they did not support recommending the establishment of the Community Supports Unit.

The Task Force could therefore, not reach a consensus about the need to establish a Community Supports Unit. However, they did agree on a *process* that will enable government to make immediate improvements in personal support services to disabled persons. As well, it will enable government to determine if the Community Supports Unit or some other alternative is required to deal with the issues raised by the Premier's Council. The following section outlines the approach recommended by the Task Force. This approach takes into account the need to address the original concerns of the Premier's Council while at the same time recognizing, and building upon ongoing initiatives in government.

1. Incremental Implementation Strategy

While many initiatives are currently underway to improve personal supports and services to persons with disabilities in the province, these initiatives will not sufficiently address the concerns outlined in the Premier's Council *Action Plan*. There are many alternatives to providing coordinated services to Albertans with disabilities. The role of the Task Force is to recommend a service system which best meets the needs of all Albertans while at the same time attending to the political, financial, and administrative considerations in designing such a system.

Rather than focusing on the implementation of a specific model or scenario, the Task Force is recommending that government adopt **an incremental development and implementation strategy phased over the next five years** for the development of the Community Supports Project. This implementation strategy builds upon current improvements in programs and initiatives in government and implements a solution that:

- promotes the integration of persons with disabilities into the larger society,
- serves individuals based on need for supports rather than categorical designations,
- coordinates personal support services and programs to better serve persons with disabilities,
- provides equitable service to all Albertans,
- individualizes services to persons with disabilities, and
- provides a focal point through which planning and coordination of services to persons with disabilities can be provided.

This strategy is based on the premise that many initiatives are required to improve significantly personal supports and services to persons with disabilities. These personal supports and services can be most successful when designed and implemented within a carefully planned strategy that complements existing actions with supplementary and supporting initiatives.

2. Monitoring and Evaluation

Meeting the original goals, objectives and measures of success of this project will be the fundamental goal of all planning strategies. **The extent to which each phase meets the original goals and objectives will dictate the need for, and design of, the subsequent phase.** The Task Force therefore recommends to government that a third party or agency, independent of government, monitor and evaluate the success of each phase.

3. Inter-Departmental ADM Committee

In evolving such a project through an incremental approach, it is imperative that ownership and accountability be clearly focused. The Task Force is recommending that government establish an interdepartmental ADM's Coordinating Committee to oversee implementation of the project. This Committee would be responsible for the following:

- initiate and follow through on all initiatives related to the Community Supports Project,
- coordinate and establish linkages with all related projects and initiatives,
- coordinate budgeting processes within and across affected departments,
- coordinate policy development and change processes required within and across affected departments,
- in partnership with the Premier's Council, oversee monitoring and evaluation activities,
- coordinate the internal and external communication process, and
- establish ongoing liaison with the Deputy Ministers Coordinating Committee on Social Planning.

The following section provides a schematic summary, as well as a more detailed outline of the "phases" approach recommended along with the expected timelines for implementation.

Figure 1

COMMUNITY SUPPORTS PROJECT IMPLEMENTATION PLAN

Phase 1

CURRENT INITIATIVES

- Decisions on:
  - Home Care
  - AADL
  - Michener Centre
- ADM Committee Established
- Development of Technical Aids Branch Organizational Structure
- Development of Protocols
- Monitoring and Evaluation
- Status Report to Government

Phase 2

INTERDEPARTMENTAL AGREEMENTS

- Technical Aids Support Branch Implementation
- Protocol Agreements Implementation
- Community Liaison Planning
- Monitoring and Evaluation
- Status Report to Government

Phase 3

COMMUNITY LIAISON FUNCTION

- Potential Community Liaison Implementation
- Community Supports Unit Infrastructure Investigation
- Monitoring and Evaluation
- Recommendations Regarding Whether to Proceed to Phase 4

Phase 4

COMMUNITY SUPPORTS PROJECT

- Feasibility Analysis of Alternatives
- Recommendations Regarding Community Supports Unit or Alternative
- Recommendations Regarding Whether to Proceed to Phase 5

Phase 5

COMMUNITY SUPPORTS PROJECT IMPLEMENTATION

- Establishment of a Community Supports Unit or Alternative
- Monitoring and Evaluation
- Final Evaluation Report to Government

TIMELINES

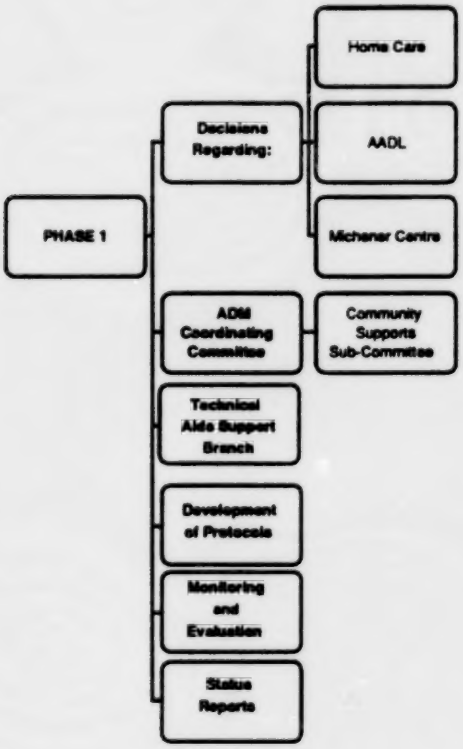
6 months | 12 months | 18 months | 24 months | 30 months | 36 months | 42 months | 48 months | 54 months | 60 months

Note: The Committee on Social Planning and the Committee on Priorities, Finance and Coordination will decide the need for, and nature of, each phase based upon the degree to which the original goals and objectives of this project have been met as determined by independent evaluations.

FIVE IMPLEMENTATION PHASES

PHASE 1

CURRENT INITIATIVES



Phase 1 is an active period supporting many important initiatives already underway to improve personal supports and services to persons with disabilities in the province. Completion of decisions regarding current government initiatives involving Home Care, Alberta Aids To Daily Living (AADL), and Michener Park will provide strong impetus for the Community Supports Project.

A sub-committee of the ADM's Committee overseeing the Premier s Council Action Plan will be necessary to focus on the implementation of the various phases of the Community Supports Project. The primary focus of the sub-committee will be to "drive" the implementation of the project and to ensure that the original goals of the project have been met.

Work will begin on the development of a new Technical Aids Support Branch in the departments of Health, Family and Social Services, Public Works or another agency. Initiatives will also commence on the development of protocols for the planning, coordination of delivery and monitoring of related services across Affected departments.

Phase 1 therefore, is an important starting point. However, much work will need to be done to meet the goals and objectives of this project. The following is an outline of the outcomes expected as a result of the implementation of Phase 1, including the challenges that will need to be further addressed in subsequent phases of this project. A status report will be provided to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

Expected Outcomes

- Persons under 65 will have equal access to Home Care Services.
- Changes in Home Care should improve the equity of services provided from birth through to seniors.
- Alberta Aids to Daily Living (AADL) will expand benefits to provide equity of access.
- All services under AADL would make benefits and cost sharing uniform.
- The Extended Health Benefits (EHB) Program and the AADL program will amalgamate.
- All nursing services to children (at home) will be provided by Home Care.
- All health related supports will be administered through Home Care.
- All admissions to long term care in Health will be administered through Home Care.
- Direct funding models are being examined under Home Care and pilot projects expect to be implemented in the 1991/92 fiscal year.
- Home Care, AADL and Family and Social Services Request For Decisions (RFD) should help to clarify some jurisdictional "lines" and mandates.
- Implementation will occur in a relatively short time period.
- RFD's will begin to formalize mandates and working relationships within and between some departments.
- Some recommendations of *Claiming My Future* will be addressed through current initiatives.
- These initiatives will accelerate the movement of individuals from institutions.
- Government dollars will focus on community based services rather than institutionally based services.

- The needs of individuals on "waiting lists" for service could be addressed through RFD initiatives.
- Equity of services provided from infancy through to seniors will be improved in selected areas.
- Monitoring and evaluation by a third party (estimated cost = $50,000 i.e. approximately $6,000-$7,000 each shared across participating departments).
- Status Report will be sent to the Committee On Social Planning and the Committee on Priorities, Finance and Coordination.

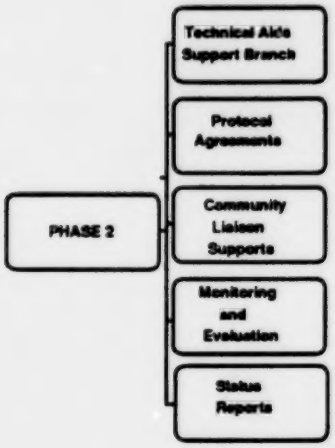
Continuing Challenges

- Personal supports and services will continue to be provided by many departments.
- Many personal supports and services will continue to be "disability" specific.
- Many layers of management will continue to be required to serve persons with disabilities in various government departments.
- Individual department priorities will need to be tied to an overall vision of improved services to clients.
- Efficiency and effectiveness within and across departments will need to be further addressed.
- Information will be centered on department programs rather than client needs.
- There will continue to be many points of entry for individuals accessing services.
- Equity of service delivery will continue to be difficult under many management systems.
- Current initiatives will need to ensure that outstanding issues such as personal supports and services to persons with brain injury are addressed.
- Most recommendations of the *Special Education Review* will not be addressed through current initiatives.
- Admissions to long term care in the province will continue to be administered and monitored through various points of entry currently existing in Health and Family and Social Services.
- Persons with mental disabilities will continue to be served by a segregated "disability specific" service system.

- The following programs and services will continue to provide technical aids and equipment similar to the programs of AADL:
    - Handicapped Children's Services (HCS)
    - Social Allowance (SA)
    - Vocational Rehabilitation for Disabled Persons (VRDP)
    - Program Unit Grants (PUG)
    - Materials Resource Centre (MRC)
    - Workman's Compensation (WC)
    - Motor Vehicles (MV)
    - Municipal Affairs - Home Adaptation (MA-HA)
- Current initiatives do not address the need for an information service that provides an understanding of each component of the service structure as well as the interactive nature of the services involved.
- Numerous mandates will continue to overlap (e.g., AADL / others; Education / Family and Social Services / Health; etc.)

PHASE 2

INTERDEPARTMENTAL AGREEMENTS



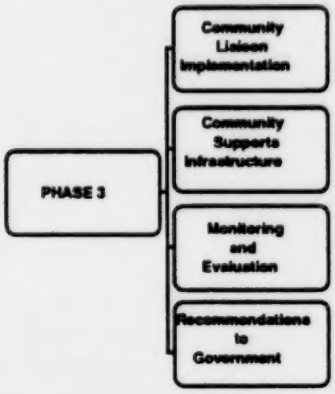
Phase 2 is a time of implementing and expanding current initiatives while also planning new initiatives. It is a time for planning and developing interdepartmental agreements which will dictate the nature and degree to which various government departments serve the Alberta public.

Implementation plans, including organizational guidelines for establishing the community liaison support functions (as the vehicle for implementing these agreements) will also be developed. The need for these positions will be determined from the ongoing monitoring and evaluation process, while the allocations of manpower will be considered from a redistribution of current resources.

Implementation of the new Technical Aids Supports Branch in Health, Family and Social Services, Public Works Supply and Services (PWSS) or other agency will begin during this phase. A status report will be provided to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

PHASE 3

COMMUNITY LIAISON FUNCTION



Phase 3 is primarily a time for implementation of new initiatives, such as the community support liaison functions. The Community Liaison Model (Appendix A, pages 34-37) is based on the premise that services to individuals and their families should be available through government departments, and that an efficient service structure would formally "connect" government departments through service agreements.

Potentially, activities could be administered at the local level by Community Liaison Workers. These individuals would be primarily responsible for the implementation of service agreements between government departments and would be placed in government offices throughout Alberta. These positions would be allocated from existing resources or the responsibilities could be assigned to currently existing positions. While the primary role of Community Liaison Workers would be to oversee the facilitation of inter-departmental agreements, another important role would be to identify areas of concern, service gaps and overlaps, and to coordinate interdepartmental planning for viable alternatives. A more detailed outline of the assumptions and mandate of this model is provided in Appendix A (see pages 34-37).

This is also a time when all of the initiatives of the previous phases are to be evaluated in terms of their success in meeting the original goals of the Community Supports Project. The evaluation will not only provide important information as to the success (to date) of the project but will also allow planners to more accurately determine the need for, nature of, and design of further elements of the ongoing Community Supports Project. Updated status reports and recommendations regarding whether or not to proceed to the next phase will be sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

The following outcomes are expected as a result of the implementation of Phases 2 and 3. While these phases are expected to improve significantly personal supports and services to individuals with disabilities in the province, more work may need to be done. An outline of continuing challenges that are to be addressed in Phases 4 and 5 is also presented. The extent to which Phases 4 and 5 will be implemented will be directly contingent upon the success of previous phases in meeting the overall goals of the project. This will be an important time of evaluation and planning to ensure optimal success for the Community Supports initiative.

Expected Outcomes

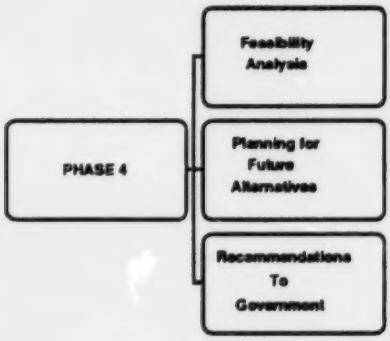
- Implementation will occur in a relatively short time period.
- Agreements will formalize the mandates and working relationships within and between departments.
- Jurisdictional "lines" and mandates will be clarified.
- Agreements will not "highlight" persons with disabilities in a segregated "unit".
- Personal supports and services may be more consistent across age groups depending upon the inter-departmental agreements.
- Personal supports and services may be available to individuals on the basis of need, depending upon the inter-departmental agreements.
- Protocol agreements should improve the equity of services provided from infancy through to seniors.
- Direct funding models will be provided within this system.
- Many recommendations of *Claiming My Future* will be further addressed through this type of system.
- The needs of individuals on "waiting lists" for service will be further addressed through this approach.
- Many recommendations of the *Special Education Review* should be addressed through well defined mandates.
- Outstanding issues such as personal supports and services to persons with brain injury could be further addressed through this approach.
- The success of this model will require an information service that provides an understanding of each component of the service structure as well as the interactive nature of the services involved.
- Monitoring and evaluation by a third party (estimated cost = $150,000 i.e. approximately $20,000-$25,000 each shared across participating departments).
- Status Report and recommendations will be sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

Continuing Challenges

- Personal supports and services will continue to be provided by many departments of government.
- Many layers of management will continue to be required to serve persons with disabilities in various government departments.
- Mandates and goals may be focused on individual department priorities rather than the overall needs of clients.
- Efficiency and effectiveness within and across departments may not be fully addressed.
- There will continue to be many points of entry for individuals accessing services.
- Equity of service delivery will continue to be difficult under many management systems.
- Admissions to long term care in the province will continue to be administered and monitored through various points of entry in Health and Family and Social Services.
- AADL will need to strive to remove as many age specific requirements as possible.
- Services in Family and Social Services will need to reorganize to become more of an articulated system of services rather than a disconnected array of service structures based upon age.
- Persons with mental disabilities will continue to be served by a segregated "disability specific" service system.
- The following programs and services will continue to provide technical aids and equipment similar to the programs of AADL:
  - Handicapped Children's Services
  - Social Allowance
  - VRDP
  - Program Unit Grants
  - Materials Resource Centre
  - Workman's Compensation
  - Motor Vehicles
  - Municipal Affairs - Home Adaptation

PHASE 4

COMMUNITY SUPPORTS PROJECT

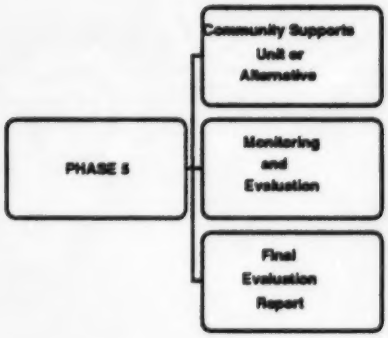


Phase 4 is primarily a period of planning. Based upon the evaluation results of Phase 3, a feasibility analysis will be undertaken regarding potential alternatives for meeting the original goals, objectives and measures of success of this project.

Contingent upon the success of the project to this point in time, planning for future alternatives such as the Community Supports Unit will be further refined and developed. Recommendations will then be sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination regarding whether to proceed to Phase 5.

PHASE 5

COMMUNITY SUPPORTS PROJECT IMPLEMENTATION



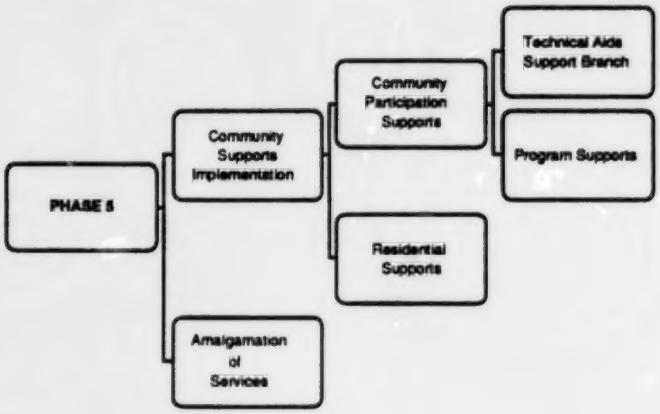
Phase 5 could be a time of major changes to current government structures. The design of this phase will be contingent upon the success of previous phases in meeting the original goals and objectives of this project. Programs that provide similar services may need to be amalgamated under a Community Supports Unit or alternative to ensure more efficient and effective supports to all Albertans.

The Community Supports Model or alternative (see Appendix B, pages 38-56) is based on the premise that improving communication, cooperation, collaboration, and coordination between and among all government support services can best be achieved through the amalgamation of these services under one singular government entity. The concept is based on a single point of entry for personal supports and services. All support services directed toward individuals with disabilities and their families would now be concentrated under one departmental umbrella. These services in Alberta might include components of Family and Social Services, Health, Education, Advanced Education and Career Development and Employment. Service delivery would probably take the form of regionally based units around the province and might be centered in currently existing facilities such as Health Units, or District Offices of Family and Social Services.

Monitoring and evaluation by a third party after two to three years of established operation, and a final evaluation report to government will be necessary at this final phase in order to determine the extent to which the original goals, objectives and measures of success of the project had been met.

It is important to point out that, the extent to which Phases 4 and 5 will be implemented is contingent upon the success of previous phases in meeting the goals of the project. The subsequent "design" of the Community Supports Unit or alternative proposed in phase five may change considerably in order to address more adequately the needs of persons with disabilities.

The figure below outlines the organizational design of the Community Supports Unit or alternative along with the personal supports and services to be amalgamated. A more detailed outline of the design, along with the assumptions and principles upon which the Community Supports Model of services is based, is provided in Appendix B, pages 38-56.



The following provides an outline of the expected outcomes and continuing challenges involved in the implementation of the final phase of the Community Supports Project.

Expected Outcomes

- Many personal supports and services will amalgamate.
- Amalgamation will reduce the need for many layers of management and provide for a more efficient and effective use of resources.
- One system will provide for a clear mandate and articulated goals.
- Personal supports and services will be coordinated and articulated for maximum efficiency and effectiveness.
- Personal supports and services will be more consistent across age groups.
- Personal supports and services will be available to individuals on the basis of need.
- All services under one mandate would make benefits and cost sharing uniform.
- Information will be readily available to all Albertans.
- There will be one single point of entry for individuals accessing services.
- Direct funding models will provide individuals with more choices and options.
- Equity of service delivery should improve under one management system.

- Some recommendations of *Claiming My Future* will be addressed through one coordinated service system.
- Many recommendations of the *Special Education Review* will be addressed through a coordinated service system.
- Outstanding issues will be addressed, such as personal supports and services to persons with brain injury.
- Individuals in institutions will have access to generic community support programs already in place.
- All admissions to long term care in the province will be administered and monitored through one point of entry.
- Monitoring and evaluation by a third party after two to three years of established operation in order to determine the extent to which the original goals, objectives and measures of success of the project had been met (estimated cost = $100,000 i.e. approximately $13,000-$15,000 each shared across participating departments).
- Evaluation report will be sent to the Committee On Social Planning and the Committee on Priorities, Finance and Coordination.

Continuing Challenges

- Developing the Community Supports Unit will require a major shift in political and bureaucratic thinking.
- Implementation will require a phase-in approach of three to five years.
- The Unit may be perceived as a way of segregating handicapped individuals.
- May require transfer of the Social Allowance for the Disabled (SALL-D) and Assured Income for the Severely Handicapped (AISH) programs out of Family and Social Services and into community supports.
- Caution will need to be exercised so that parallel systems of service delivery are not developed.

SUMMARY OF PHASES

The following summarizes the five implementation phases (with suggested timelines) described above:

Phase 1 *[June, 1991 - December, 1991]*

- Completion of decisions regarding current initiatives before government involving Home Care, Alberta Aids To Daily Living (AADL), and Michener Centre.
- Establishment of Assistant Deputy Ministers Coordinating Committee.
- Development of an organizational structure necessary to establish the new Technical Aids Support Branch in Health, Family and Social Services, PWSS or another agency.
- Development of protocols for the planning, coordination of delivery and monitoring of related services across 8-12 departments.
- Monitoring and evaluation by a third party.
- Status Report sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

Phase 2 *[January, 1992 - June, 1992]*

- Implementation of the new Technical Aids Support Branch in Health, Family and Social Services, PWSS or other agency.
- mplementation of protocol agreements.
- Development of organizational guidelines for establishing Community Liaison Support function in the field.
- Monitoring and evaluation by a third party.
- Status Report sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

Phase 3 *[July, 1992 - December, 1993]*

- Potential establishment of Community Liaison Support function in the field using existing resources.
- Continued investigation of the need for a Community Supports Unit infrastructure.

- Monitoring and evaluation by a third party.
- Recommendations sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination for decision to proceed to phase four.

Phase 4 *[January, 1994 - December, 1994]*

- Feasibility analysis by a third party of potential alternatives to meet the original goals, objectives and measures of success of the project.
- Planning, as required, for future alternatives such as the Community Supports Unit using feedback from the previous three phases, government departments and the feasibility study.
- Recommendations sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination for decision to proceed to phase five.

Phase 5 *[January, 1995 - December, 1996]*

- Establishment of the Community Supports Unit, or another alternative, as the focal point of personal support services for persons with disabilities.
- Monitoring and evaluation by a third party after two to three years of established operation in order to determine the extent to which the original goals, objectives and measures of success of the project had been met.
- Evaluation Report sent to the Committee on Social Planning and the Committee on Priorities, Finance and Coordination.

IMPLEMENTATION CONSIDERATIONS

Regardless of the implementation process chosen, the Task Force did explore many key issues, outlined below, which will need to be addressed in order to ensure the successful implementation of the Community Supports Project.

A. Budgetary and Economic Considerations

- Impact of provincial and federal fiscal restraint.
- Competing budgetary requirements in times of fiscal restraint and government policy to balance budget.
- Cost-sharing between and among levels of government.
- Budget coordination across departments.
- The need to demonstrate cost efficiency and effectiveness.
- Dealing with the many potential clients that are currently on waiting lists for service from various government departments.
- The need to use all cost savings to improve client based services and programs.

B. Definitional Considerations

Ensuring that all departments of government develop consistent definitions and eligibility criteria regarding, but not exclusive, to the following:

- Disability
- Community
- Support Services
- Human Services.

C. Organizational Considerations

- The need to deal with concerns about job security because of these initiatives.
- The need to improve the effectiveness of current departmental structures in delivering an array of social programs through multiple departments.
- The operational difficulty of transferring programs and services from departments into a newly created structure.

- The need to avoid creating a large inflexible bureaucracy.
- The difficulty of separating programs and services.
- Implementation timelines.
- Authority for implementation.
- Eligibility criteria.
- Location of service delivery in close proximity to the client.

D. Political Considerations

- Capacity and willingness of departments and government to change.
- Commitment and consensus in the province towards the move to community living, and away from institutions.
- Enabling legislation and amendments to existing legislations to affect some Action Plan recommendations.
- Provincial government cannot move unilaterally in areas requiring federal government involvement.
- Policy guidelines and procedural changes.
- The need for a good communication mechanism with the Alberta public.
- The need to clarify that these initiatives will help to integrate, rather than segregate, individuals with disabilities.
- Facilitate government directions to enable Alberta communities to deliver appropriate programs and services.

SUMMARY

In attempting to fulfil its mandate, the Community Supports Task Force have considered some of the basic infrastructures upon which our current system of services are b ilt. While the need for change was generally agreed upon within the group, the nature and extent of change required continues to be debated. The process proposed in this document allows government the flexibility to plan based on the success of meeting the origina goals as formally measured at specific points in time throughout the evolving proces: The process proposed will require long term commitment along with creative and ins.ghtful planning.

Developing the Community Supports concept is a major change endeavour, the complexity of which should not be underestimated. Recognition must be given to the fact that a Community Supports Unit or alternative is a fundamental change in the way government currently provides personal supports and services. Choosing to proceed with this endeavour requires commitment from political and senior administration leaders in order to ensure success.

There is a critical need for quality services for individuals based upon cooperation between government agencies and departments. While this appears to be a simple concept, resolving this issue has been a major focus of governments both nationally and internationally for some time. Significant change is therefore required to facilitate the utilization of current resources, within and across departments, in a more client centered and efficient manner. While the challenge is significant, the resultant system of services could provide a model of coordinated and collaborative personal supports without comparison across Canada. Government supports and systems could be more efficient and effective while at the same time providing significantly improved services to the people of Alberta.

PARTNERSHIPS/COMMUNICATIONS

PARTNERSHIPS / COMMUNICATIONS

INTRODUCTION

Many government departments have historically operated independently, and often autonomously, of consumers, parents and the community at large. The successful evolution of government services from a somewhat disconnected array of uncoordinated programs to a more dynamic, flexible articulated resource, will require "a new partnership" between consumers, parents, guardians, staff and management, as well as the larger Alberta community. Such a partnership implies participation in a shared responsibility for enhancing the quality of life for all individuals with disabilities. Stimulating community awareness and involvement in the gradual evolution of government services will also necessitate a broadly based and continuous communication plan.

GOALS

- To involve stakeholder groups (community agencies, government departments) in the consultative process of developing and implementing plans for the Community Supports Unit.

- To provide a viable communication network between the Community Supports Project, community agencies, government departments and other stakeholder groups.

STRATEGIES

Pre-implementation

- Development of a Communications Plan to inform the public and solicit feedback. Current directions include:

  - Briefing the Minister, Members of the Legislative Assembly (M.L.A.'s) and Cabinet.

  - Presentation to the Deputy Minister's Committee on the Coordination of Social Policy.

  - Presentation to the Assistant Deputy Minister's Coordinating Committee on the Premier's Council Action Plan.

  - Solicitation of verbal and written feedback from all government departments involved.

  - Analysis and synthesis of feedback for Ministerial briefing.

  - Presentation to Social Planning Committee.

Implementation

- Ministerial announcement of "the Plan" and the summary of the plan made available to all interested parties.
- Development of the Community Supports Implementation Team, a core team of individuals to oversee and manage all aspects of the Community Supports Project Plan. This will provide a focal point of information (and responsibility) for consumers, government departments, M.L.A.'s, the community and service agencies.
- Presentations to regional staff, service providers and interested groups.
- Encouragement of stakeholder groups and interested parties to give ongoing feedback to the Community Supports Implementation Team.
- Monthly updates to government departments and staff.
- Quarterly briefings to the Minister, M.L.A.'s and senior bureaucrats.
- Open forums to discuss plans, solicit feedback and provide progress reports. Forums will be open to the public and will solicit representation from the following:
  - Consumers
  - Staff
  - Government Departments
  - Advocacy Groups
  - Community Service Agencies.

APPENDICES

APPENDIX A

COMMUNITY LIAISON NETWORK MODEL

COMMUNITY LIAISON NETWORK

This model is based on the premise that services to individuals and their families should be available through government departments and that an efficient service structure would formally "connect" government departments through service agreements. Field delivery could be enhanced (if needed) through the provision of Community Liaison Workers. The responsibilities of these individuals could be part of already existing positions in government or could be new positions from existing resources. A primary responsibility would be the implementation of service agreements between government departments.

INTER-DEPARTMENTAL LIAISON SERVICES

This group (similar to a secretariat) would oversee the implementation of agreed upon service delivery for individuals with special needs. While its primary role would be to oversee the enforcement of inter-departmental agreements, another important role would be to identify areas of concern, service gaps and overlaps, and to coordinate the planning for viable alternatives. It might consist of two divisions with primary mandates as follows:

INFORMATION SERVICES

- **Single Point of Information**
- **Service Coordination**
- **Data Base and Tracking Systems**

ADVISORY TEAM

- **Professional Support**
- **Resource Development**
- **Appeals**

EDUCATION	HEALTH	FAMILY AND SOCIAL SERVICES	ADVANCED EDUCATION	CAREER DEVELOPMENT AND MANPOWER

ADVANTAGES

Defined mandates
May improve consistency of services
Encourages cooperation and understanding
Focal point of service
Not restricted by size of jurisdiction
Shares "ownership"

DISADVANTAGES

Reliance on other departments
More bureaucracy
Centralized control
Limited "enforcement"

ASSUMPTIONS

INTRODUCTION

Within a provincial policy framework, there needs to be a general move towards increased interdepartmental collaboration in planning and service delivery to individuals with disabilities and their families. This necessarily includes communication, cooperation, collaboration, and coordination between and among all service delivery agents. The following outline provides the assumptions and principles upon which the Community Liaison Model of services is based.

1. The lives of all individuals are affected by many variables in a rapidly changing society.

2. Many individuals and families require the supportive help and services of various Government Departments and Agencies.

3. Coordinated services based upon communication, cooperation, and collaboration between and among Government Departments is necessary in order to provide effective and efficient personal supports and services to Alberta citizens and their families.

4. The Government of Alberta is committed to providing provincial policies which ensure that support services to individuals and families in Alberta are delivered in a coordinated manner.

5. The provision and coordination of support services requires collaboration across Government Departments in the planning, funding, development, and implementation of such services. This will involve agreements within and between Government Departments.

6. All Departments providing direct support services to individuals with disabilities and their families in Alberta must clearly state their mandate of service and work cooperatively to ensure that the support service needs of individuals are met. This includes:

    - establishing standards and guidelines of services related to the:
        - determination of target populations
        - types of services offered
        - levels of service provided
        - procedures for assessment of needs and priorities
        - access procedures

- considerations for service delivery
- information sharing procedures

- monitoring the delivery of services
- an annual joint review of service needs and of availability of resources

7. Departments primarily involved in the provision of direct services and personal supports to individuals with disabilities and their families in Alberta include but are not exclusive to Health (including Mental Health), Family and Social Services, and Education.

8. Support services should be tailored to enhance individual choices and personal development.

9. Support services should follow Government Policy in being the least intrusive, least restrictive and most enabling possible.

10. Individual program planning and development must be based on the unique needs of the individual and family.

LOCAL SERVICE DELIVERY

INTRODUCTION

Should they be deemed necessary, Community Liaison positions could be established in selected government offices throughout the province. These individuals would be primarily responsible for the implementation of service agreements between government departments. These positions would be allocated from existing resources or the responsibilities could be assigned to currently existing positions. While the primary role of Community Liaison Workers would be to oversee the facilitation of inter-departmental agreements, another important role would be to identify areas of concern, service gaps and overlaps, and to coordinate interdepartmental planning for viable alternatives. These positions might report to a centralized secretariat or, alternatively, could be part of already established service structures such as Hospitals, Health Units, and/or Regional Offices of Family and Social Services. Key functions of these positions would be as follows:

MANDATES AND JURISDICTIONS:

To ensure that the content and intent of agreements within and between government departments is understood and carried out.

COORDINATION AND COLLABORATION:

To maintain regular and continuous contact with the management and staff of Regional Family and Social Services, Health Units, Mental Health Clinics and School Systems to ensure joint planning, service provision **and** problem solving.

INFORMATION:

To act as a single point of information for support services.

CONTINUUM OF SERVICES:

To facilitate the development of an effective and efficient continuum of support services through the implementation, and continuous upgrading, of protocol agreements.

REGIONAL EQUITY:

To promote equity in the provision of support services throughout the province.

APPENDIX B

COMMUNITY SUPPORTS UNIT MODEL

COMMUNITY SUPPORTS UNIT

This model of service delivery is based on the special needs of the individual as the focal point of service delivery. The concept is based on a single point of entry for supports and services. All support services directed toward individuals with special needs and their families would now be concentrated under one departmental umbrella. These services in Alberta might include components of Family and Social Services, Health, Education, Advanced Education and Career Development and Employment. Service delivery would probably take the form of regionally based units around the province and might be centered in Health Units, District Offices or Community Schools.

COMMUNITY SUPPORTS UNIT

RESIDENTIAL SUPPORTS

- HOME CARE
- COMMUNITY LONG TERM CARE
- POLIO PROGRAM
- EARLY INTERVENTION
- HANDICAPPED CHILDREN'S SERVICES
- ADULT RESIDENTIAL SERVICES
- COMMUNITY SUPPORT
- SOCIAL ALLOWANCE FOR THE DISABLED - PERSONAL SUPPORT

COMMUNITY PARTICIPATION SUPPORTS

TECHNICAL AIDS SUPPORT BRANCH

- AADL
- MATERIALS RESOURCE CENTRE FOR THE VISUALLY IMPAIRED
- BUS MODIFICATION GRANT
- HANDICAPPED CHILDREN'S SERVICES (EQUIPMENT)
- SOCIAL ALLOWANCE (EQUIPMENT)
- HOME ADAPTATION
- SENIORS EMERGENCY MEDICAL ALERT PROGRAM
- MOTOR VEHICLE ACCIDENT CLAIM FUND

PROGRAM SUPPORTS

- EMPLOYMENT PROGRAMS (FSS)
- TRAINING GRANTS
- SUPPORT GRANTS
- ASSESSMENT GRANTS
- INTEGRATED DAY CARE

ADVANTAGES

Well-defined mandates
Consistency of services
Focal point of service for individuals
Responsive to individual needs
Encompass existing services

DISADVANTAGES

Major departmental changes
Transfer of "ownership"
Political "rethinking"
Segregated structure
Parallel service structures may develop

ASSUMPTIONS

INTRODUCTION

Within a provincial policy framework, there needs to be a continuum of planning and service delivery to individuals with disabilities and their families. The process of improving communication, cooperation, collaboration, and coordination between and among all government support services may best be achieved through the amalgamation of these services under one singular government entity. The following outline provides the assumptions and principles upon which the Community Supports Unit Model of services is based.

1. The lives of all individuals are affected by many variables in a rapidly changing society.

2. Many individuals and families require the supportive help and services of various Government Departments and Agencies.

3. A continuum of coordinated services is necessary in order to provide effective and efficient personal supports to Alberta citizens and their families.

4. The Government of Alberta is committed to providing provincial policies which ensure that support services to individuals and families in Alberta are delivered in a coordinated manner.

5. The provision and coordination of efficient and effective support services requires the development of one singular point of service delivery. All Departments providing direct support services to individuals with disabilities and their families in Alberta must work cooperatively to amalgamate these resources to ensure that the support service needs of individuals are met.

6. Amalgamation of support services will ensure the following:

    - establishing equity of services related to the:
        - target populations
        - types of services offered
        - levels of service provided
        - procedures for assessment of needs and priorities
        - access procedures
        - considerations for service delivery
        - information sharing procedures

- monitoring the delivery of services
- an annual joint review of service needs and of availability of resources

7. Departments primarily involved in the provision of direct services and personal supports to individuals with disabilities and their families in Alberta include, but are not exclusive to, Health (including Mental Health), Family and Social Services,.and Education.

8. Support services will be tailored to enhance individual choices and personal development.

9. Support services should follow Government Policy in being the least intrusive, least restrictive and most enabling possible.

10. Individual program planning and development must be based on the unique needs of the individual and family.

PROGRAMS AND SERVICES TO BE CONSOLIDATED

INTRODUCTION

The recommendation for a "Community Supports Unit" was borne from a number of unresolved issues in the delivery of services to persons with disabilities in the community. As a means of addressing these issues, the Premier's Council recommended the development of the Community Supports Unit to establish a new approach to the provision of personal supports and services to persons with disabilities. This unit was to "ultimately incorporate a variety of support programs that already exist in government departments."

In reviewing the current support services available in the province, the following criteria were used to develop a list of potential programs that might conceivably "fit" the proposed "unit" **and** at the same time address the issues of the council.

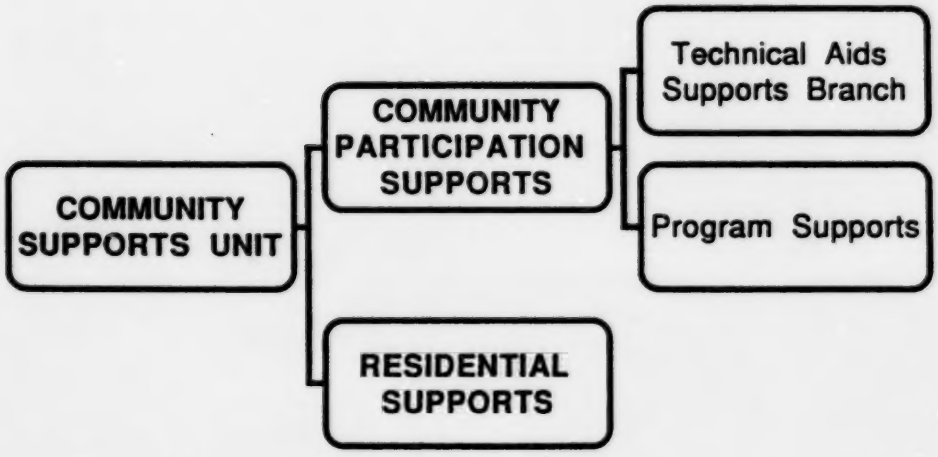
- Programs providing/funding technical aids to persons in need.
- Programs providing/funding formal in-home support and/or professional care to persons in need.
- Programs providing/funding community support services (meals, maintenance, transportation) to persons in need.
- Programs providing/funding specialized support services (assessment, treatment, education) to persons in need.
- Programs providing/funding informal support services (information, self-help, respite) to persons in need.
- Programs providing/funding case management services to those who require this support.

As a means of determining the extent to which each government support and/or service met the noted criteria and as well addressed the original concerns of the Premier's Council, a review (see Appendix C, pages 57-60) was completed on each government service involved. The results of this review provided the Task Force with insight into personal supports and services within government that are directly related to the original concerns of the Premier's Council. These personal supports and services are addressed as components of the Community Supports Unit Model.

COMPONENTS OF THE COMMUNITY SUPPORTS UNIT OR ALTERNATIVE

The Community Supports Unit Model is based on a single point of entry for personal supports and services. All personal supports and services directed toward individuals with disabilities and their families would now be concentrated under one departmental umbrella. These services in Alberta might include components of Family and Social Services, Health, Education, Advanced Education and Career Development and Employment. Service delivery would probably take the form of regionally based units around the province and might be centered in Health Units, District Offices or Community Schools. The schematics provided below outline the organizational design of the Community Supports Unit along with the personal supports and services to be amalgamated.

COMMUNITY SUPPORTS UNIT



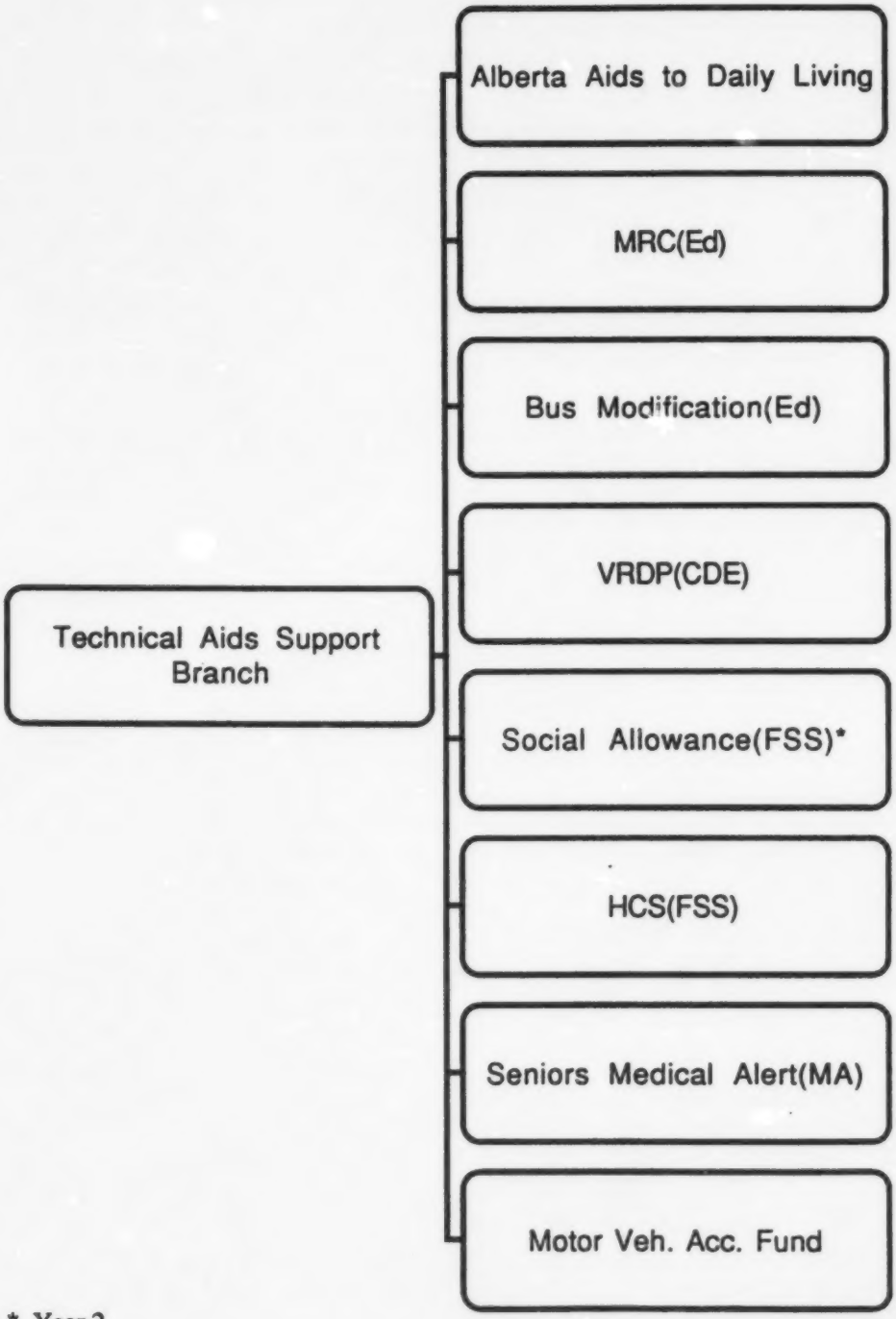
The Community Supports Unit or alternative could consist of two primary divisions, Community Participation Supports and Residential Supports. Community Participation Supports could consist of all those personal supports (other than residential) provided by government that allow individuals with disabilities to pursue independent lives in the community. Residential Supports could include all those personal supports provided by government that allow individuals with disabilities residential choices, including alternatives to institutional care, in the community.

PROGRAMS TO BE AMALGAMATED

COMMUNITY PARTICIPATION SUPPORTS

Community Participation Supports could be divided into two main areas, the Technical Aids Support Branch and Program Supports. The Technical Aids Support Branch could evolve from the current Alberta Aids To Daily Living and could, over time incorporate all other technical aids and equipment programs provided by various agents of government. The Program Supports Division could consist of all programs that currently provide (and/or fund) non-residential personal supports, primarily in the area of training, to individuals with disabilities. A primary role of this division could be to ensure the provision of personal supports to those requiring training programs. This division would continue to support current initiatives of government that transfer training programs to the appropriate government departments (e.g.,. Employment Services of Family and Social Services to Career Development and Employment).

TECHNICAL AIDS SUPPORT BRANCH



* Year 2

The following personal supports and services could** be amalgamated under the Technical Aids Support Branch.

YEAR 1

HEALTH

Alberta Aids To Daily Living

Amalgamation of AADL and Extended Health Benefits (EHB) Program
Equality of access (Removal of age and diagnostic barriers)

Operational -	$2,552,800
Grants -	$57,069,000

EDUCATION

Materials Resource Centre For the Visually Impaired

Operational -	$988,470

Bus Modification Grant

Grants -	$28,533

CAREER DEVELOPMENT AND EMPLOYMENT

Vocational Rehabilitation for Disabled Persons

Assistive Equipment

Operational -	$12,500
Grants -	$50,000

(1/2 of equipment and services)

YEAR 2

Programs To Be Considered For Amalgamation

FAMILY AND SOCIAL SERVICES

Social Allowance

Technical Aids/Modifications

Figure Unknown

Handicapped Children's Services

Technical Aids/Modifications

Figure Unknown

MUNICIPAL AFFAIRS

Seniors Emergency Medical Alert Program

Grants - $350,000

(estimated value of a $1.4 million dollar budget required for medical alerts for individuals with health needs or disabilities)

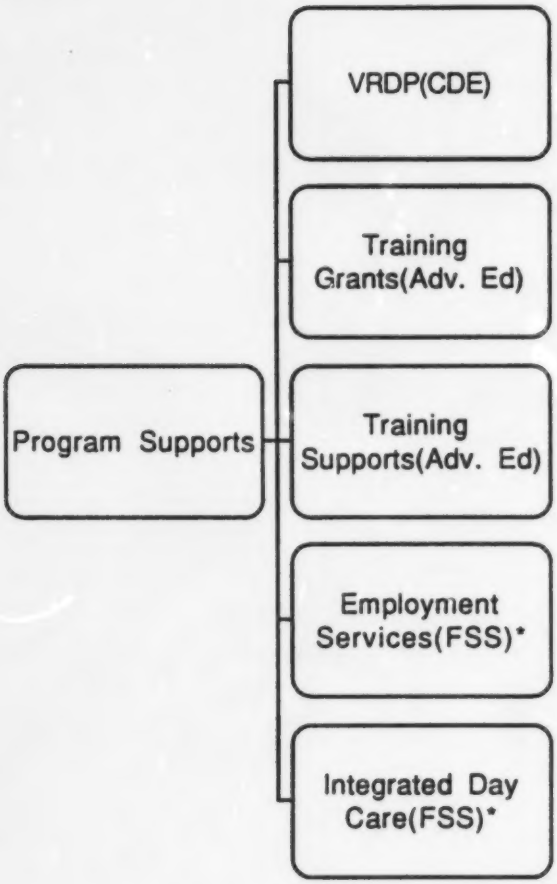
SOLICITOR GENERAL

Motor Vehicle Accident Claim Fund

Figure Unknown

** These are programs that may need to be considered for consolidation. Other programs and services could be added or deleted as the project evolves further.

PROGRAM SUPPORTS



* Year 2

The following personal supports and services could be amalgamated under Program Supports**.

YEAR 1

ADVANCED EDUCATION

Interpreter Services for the Hearing Impaired
Counsellor and Special Support Services
Assessment/Support Services
Transitional Vocational Programs

Grants -	$1,900,000

Training Grants

Teachers of the Hearing Impaired
Teachers of the Severely Handicapped
Rehabilitation Studies
Rural Special Education Outreach Project
Students Finance Board - Special Bursary Program
Sign Language Interpreter Training Program
Rehabilitation Service Program

Grants -	$1,700,000

Grants for Disabled Students

Grants -	$90,000

CAREER DEVELOPMENT AND EMPLOYMENT

Vocational Rehabilitation for Disabled Persons

Assessment and Support

Operational -	$62,500
Grants -	$1,082,725

(includes 1/2 of equipment and services allotment)

YEAR 2

Programs To Be Considered For Amalgamation

FAMILY AND SOCIAL SERVICES

Employment and Alternatives To Employment

Developmental/Social Isolation Prevention Services
Employment training and Support Services

Operational -	$22,711,186
Grants -	$145,000

Day Care

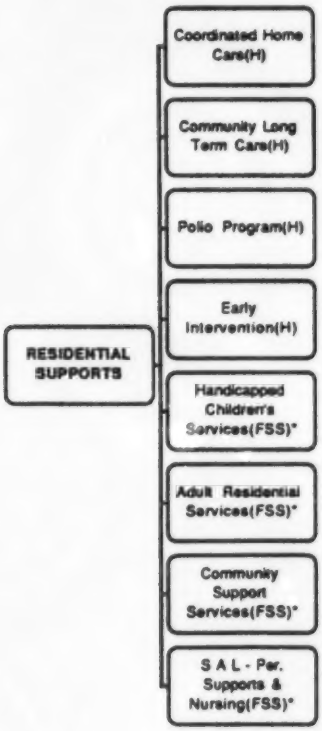
Integrated Day Care

Operational -	$2,082,359

** These are programs that may need to be considered for consolidation. Other programs and services could be added or deleted as the project evolves further.

RESIDENTIAL SUPPORTS

Residential Supports could consist of all those services provided by government that allow individuals with disabilities residential choices, including alternatives to institutional care, in the community. These services could consist of an amalgamation of programs that currently exist, primarily in the Departments of Health and Family and Social Services, to support individuals who choose to live in their own homes in the community. These services could include, but not be exclusive to, programs such as Home Care in Health, as well as Adult Residential Services and Community Support Services in Family and Social Services. This could be a generic service, available to all Albertans, based upon need (as opposed to handicap). A primary role of this division could be to support individuals to live independent lives in their home communities.



* Year 2

The following personal supports could amalgamate under the Residential Services Program**.

YEAR 1

HEALTH

Coordinated Home Care Program

Grants -	$64,438,308

Respiratory Poliomyelitis Homemaker/Personal Attendant Program

Grants -	$62,721

Community Long Term Care Branch

Residential Supports
Abby Road Co-Op
Artspace Co-Op
Sir Douglas Bader Towers
Consert Housing Co-Op
Edwards Place
Grande Prairie Housing Society

Grants -	$1,523,295*

($877,485 already included under Home Care)

Early Intervention Program

Grants -	Figure Unknown

YEAR 2

Programs To Be Considered For Amalgamation

MUNICIPAL AFFAIRS

Home Adaptation Grants

Operational -	$250,000
Grants -	$3,030,000

FAMILY AND SOCIAL SERVICES

Social Allowance

Personal Support and/or Nursing Services

Grants - $21-24,000,000

(Includes Technical Aids/Modifications)

Services To Persons With Disabilities

Adult Residential Services -

Operational - $46,998,176

(includes group homes, supported living arrangements, outreach, relief services and case planning)

Community Living Program

Figure Not Provided

Handicapped Children's Services

Operational - $17,365,398

** These are programs that may need to be considered for consolidation. Other programs and services could be added or deleted as the project evolves further.

LOCAL SERVICE DELIVERY

INTRODUCTION

Community Support Units could be established in selected government offices throughout the province. These units could be an amalgamation of currently existing services. Positions could include those already existing in government departments, particularly Health and Family and Social Services, that currently provide direct personal support services to individuals with disabilities. Resources from other departments could also be available. The primary functions of these local units could be as follows:

MANDATES AND JURISDICTIONS:

To provide, and/or ensure the provision of, personal support services to all individuals who qualify under this program.

COORDINATION AND COLLABORATION:

To ensure collaborative and coordinated planning, service provision and problem solving through the provision of personal supports and services within a singular delivery framework.

INFORMATION:

To act as a single point of information for personal support services.

CONTINUUM OF SERVICES:

To facilitate the development of an effective and efficient continuum of personal support services through the implementation, and continuous upgrading, of a singular framework of support services based upon common mandates, goals, and objectives.

REGIONAL EQUITY:

To promote equity in the provision of personal support services throughout the province.

SERVICES CONSIDERED FOR FUTURE AMALGAMATION

WORKMAN'S COMPENSATION

MENTAL HEALTH

EDUCATION

Basic Education

(Dollars include instructional and non-instructional monies)

Education Response Centre

Operational - $6,103,950

Alberta School for the Deaf

Operational - (Included in ERC above)

Special Education Program - High Incidence Grants

Grants - $3,705,000

Regional Assessment Services Grant

Grants - $4,225,000

Special Education Basic Transportation Grant

Grants - $3,454,176

Special Education Weekend Transportation Grant

Grants - $346,437

Maintenance (Boarding) Allowance

Grants - $836,453

Early Childhood Services

(Dollars include instructional and non-instructional monies)

Program Unit Grants

Grants -	$12,133,025

(Includes a provision for technical aids)

Disabled In-Home Transportation Grant

Grants -	$49,228

FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS)

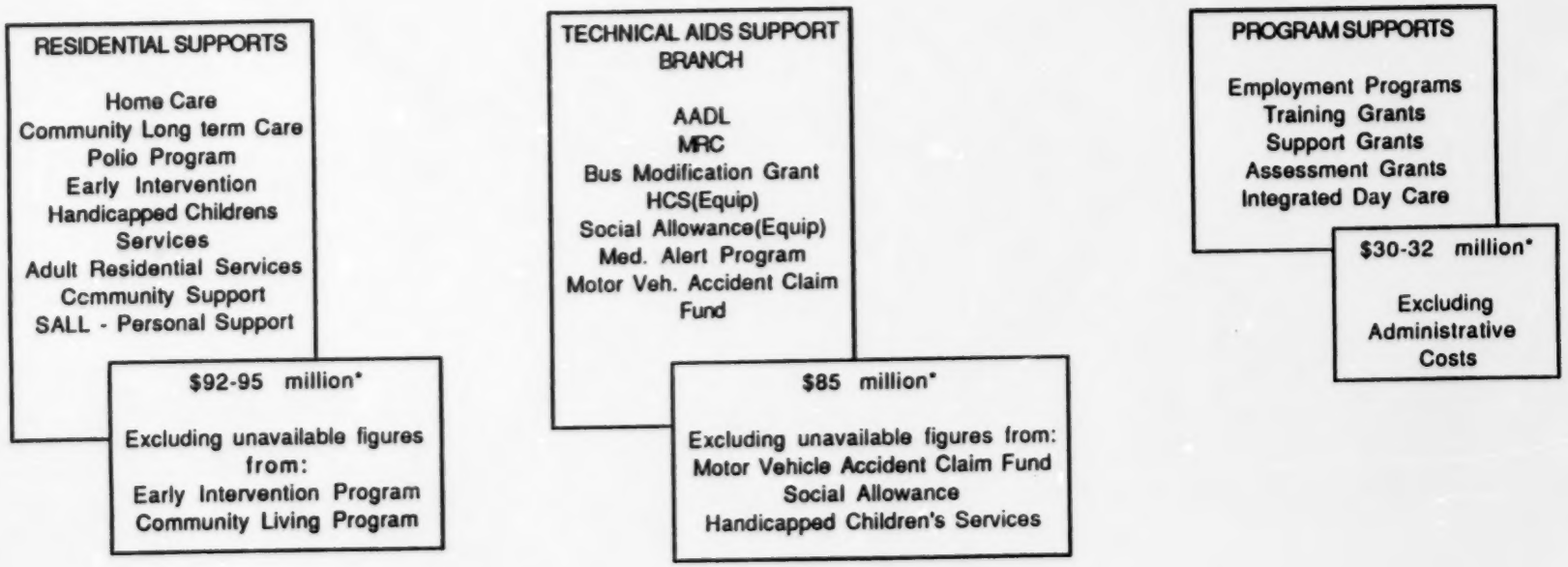
Personal Support Services
(Including Technical Aids/Modifications)

Operational -	$32,000,000
Grants -	$500,000

PUBLIC WORKS SUPPLY AND SERVICES (PWSS)

Figure 2

POTENTIAL COMMUNITY SUPPORTS UNIT ORGANIZATION*



TIMELINES

The implementation plan would be designed to amalgamate the programs noted above over a **two year** period. Much of the groundwork needed for implementation of this phase will have been carried out in the Phase 4 planning period. Phases 4 and 5 will also be a time of further examining other governments services that may more appropriately be placed within the Community Supports Unit.

*Programs to be amalgamated to be determined by the ADM Coordinating Committee

APPENDIX C

PROGRAM / SERVICE REVIEW CRITERIA

PROGRAM/SERVICE REVIEW CRITERIA

NATURE OF SERVICE

Types of Support Services

This program provides / funds technical aids to persons in need.	YES	NO
This program provides/funds formal in-home support and/or professional care to persons in need.	YES	NO
This program provides/funds community support services (meals, maintenance, transportation) to persons in need.	YES	NO
This program provides/funds specialized support services (assessment, treatment, education) to persons in need.	YES	NO
This program provides/funds informal support services (information, self-help, respite) to persons in need.	YES	NO
This program provides/funds case management services to those who require this support.	YES	NO

Comments/Issues:

_____

_____

_____

_____

Information

This program provides information regarding their services through a wide public forum.	YES	NO

Comments/Issues:

_____

_____

_____

_____

Program Overlap

This program provides services similar to other programs in the province. YES NO

List similar programs:

_____
_____
_____
_____

Comments/Issues:

_____
_____
_____
_____

Service Provider/Funder

This program is provided by the Government of Alberta. YES NO

This program is funded by the Government of Alberta. YES NO

Comments/Issues:

_____
_____
_____
_____

PHILOSOPHY OF SERVICE DELIVERY

Independence

This program is flexible and responsive to the evolving needs of the individual. YES NO

This program provides services that enable individuals to live independently in the community. YES NO

This program focuses on normalized environments and day routines. YES NO

Comments/Issues:

_____
_____
_____
_____

Access

This program encourages least intrusive and restrictive processes. YES NO

This program provides services that are available to all individuals demonstrating need. YES NO

This program provides a fixed point of entry which facilitates continuous and appropriate planning and availability of community based services. YES NO

Comments/Issues:

_____
_____
_____
_____

Equity

This program provides services that are consistent throughout the province. YES NO

Comments/Issues:

_____
_____
_____
_____

Empowerment

This program enables individuals to purchase their own services that enable them to live independently in the community. YES NO

Comments/Issues:

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